ORGANIZATIONAL LEADERSHIP
John Bratton, Keith Grint and Debra Nelson

Summary:

Organizational leadership is a management text book co-authored by John Bratton, Keith Grint and Debra Nelson. The authors in their work identified the various organizational leadership styles and strategies employed in the management of different organizations from diverse perspectives as well as the social, political, economic and technological implications of leadership in promoting organizational culture and image from various sociologists, critical management theorists, feminists and political economists. The outcomes from this text book are to prepare and produce leaders with higher level of managerial abilities and leadership styles. Design effective relationship between the leaders and their followers towards profit maximizing and cost minimization of the organizational daily operations.
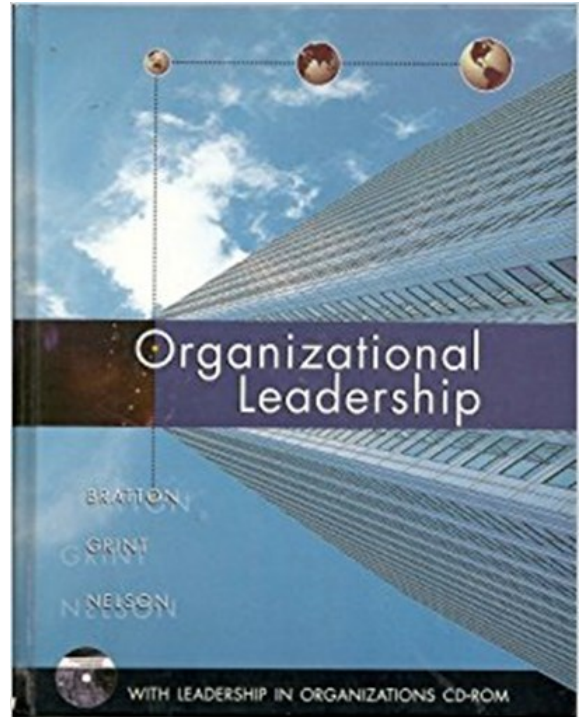
Chapter 1: Introduction to Leadership

Bratton et al (2005) emphasized on how the behavioral attributes of people in managerial positions affect both the profit and non-profit organizations. The political elites believe that a possible solution to economic, political and military crisis could be by replacing the current leader with a new one.

"Leadership as the process of influencing others to understand and agree about what needs to be done and how it can be done effectively and the process of facilitating individual and collective efforts to accomplish the shared objectives" (p.7)

Leadership Traits:

Gender-Influence Perceptive: This focuses on the method in which jobs, occupations and organizations are separated by gender.

Integrative Perspective: This focuses on leader-follower relationships through integration trait, behaviour and contingency theories.

Exchange Perspective: This focuses on the interactions and its effects on leaders, followers and organization.

Behaviour Perspective: This focuses on the action of a leader to his or her subordinates.

Contingencies Perspective: This focuses on the interactions existing among the leaders, followers and the situation.

Power-Influence Perspective: This focuses on the amount and type of power a leader acquire and exercises over his or her subordinates.

The integration model for examining leader-follower relationship is divided into four;

Economic Context: Globalization has brought enormous economic change such as trade barrier reduction, increased capital inflow, transportation cost reduction and portable new technologies and more integrated financial markets (Stiglitz, 2002).

Technological Change: The leader-follower relationship is affected by change of human activities existing within the organization.

Political Context: Governmental legislation can also affect leader-follower relationship.

Social Factors: This includes the workforce participating in the labour market and their age.
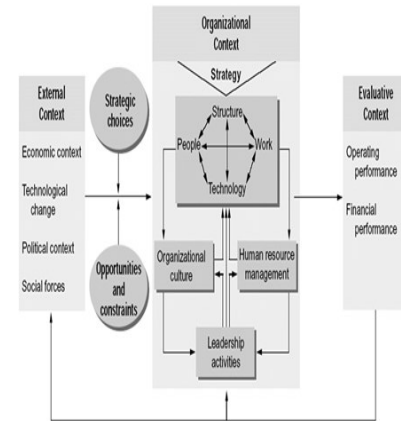
Source: Bratton J., and Gold, J. (2003). *Human Resource Management: Theory and Practice*, 3rd ed. Basingstroke, UK: Palgrave Macmillan. **Figure 2.1**

Strategic Leadership: This is setting a vision for the organization by the leader and motivating the followers to support the vision. (p.36)

Organizational Structure: The three core dimensions of an organizational structure are; complexity (horizontal, vertical and spatial complex), formalization (degree of standardization of work and jobs within the firm) and centralization (degree of decision making concentration within the firm). Structural configuration of an organization is grouped into; functional (according to function), product (according to product) and matrix (combination of function and product).

The Work: The social relationship under which a job is performed and rewarded by a worker can affect leader-follower relationship.

The Technology: The effects of technology to leader-follower relationship varies from firms to firms depending on the structure. Technology affects the degree of organizational complexity and formalization as well as the leadership structure (p.49).

The People: Cultural diversity, biological and psychological behavioural differences can also affect leader-follower relationship.

The Organizational Culture: The ability of the leader to adjust the organizational culture to climatic change helps in developing the followers.

Human Resource Management: This assist the leader to influence diverse personalities, skills and behaviour of followers' in playing their roles.

Leadership Activities: Leadership processes that transform resources and integrate it into work , gender, sexuality, power, control, conflict and change affect leader-follower relationship.

LEAD BY EXAMPLE

CHAPTER THREE: MANAGEMENT AND LEADERSHIP

This chapter is aimed to answer three pertinent questions with respect to management in an organization; what do managers do, why do managers do what they do and how do managers do what they do.

The traditional functions of a manager are: planning, organizing, directing and controlling (Fayol, 1949). This can be shortened as PODC. A manager in the process of performing his or her duties can adopt the following; coaching, problem solving, persuading, coercing and motivating in developing his or her subordinates. Management when viewed as a social group mean a body of paid individual above the level of a supervisor. The figure below figure 3.1 depicts the four perspectives on management.

Figure 3.1 Four Major Perspectives on Management

Science Perspective Successful managers are those who have learned the appropriate body of knowledge, skill and competencies.	**Political Perspective** Successful managers are those who decipher and cope with unwritten laws in the organization.
Practice Perspective Successful managers are those who can decipher work out and deal with contradictory demands and pressures.	**Control Perspective** Successful managers are those who are able to exploit and control followers.

Source: Watson, T. (1986). Management, Organization and Employment Strategy. London: Routledge; Reed, M. (1989). The Sociology of Management. London: Harvester Wheat-sheaf.

The forces that affect the managers on why they do what they do are examined by the following theories:

Neo-Classical Theory: Managers serve as agents of owners and investors who work towards efficiency and profit maximization and cost of production minimization. This is purely technical-oriented.

The Contingency Theory: Managers depend on the organization's internal authority structure. This is also technical-oriented.

The Political Theory: This focuses on pressures, constraints and power relationship. This is stakeholder and resource dependency-oriented.

The Labour Process Theory: This focuses on employment relationship by controlling the labour process.

The Strategic Choice Theory: This focuses on various choice issues enforced by power-dominant group of leaders within the organization.

The answers to the above three questions according to Squires (2001);

What do managers do: planning, innovating, allocating resources, controlling, commanding, motivating, monitoring information, negotiating, handling conflict, organizing and coordinating.

Why do managers do what they do: They do them for external, organizational and evaluative reasons.

How do managers do what they do: Through technical, cognitive, interpersonal, coaching/mentoring, influencing, networking and communicating.

Chapter 4: Classical Views of Leadership

The leadership writing is grouped into two namely; prescriptive and legitimations.

Prescriptive Writing:

Aristotle on Rhetorical Leadership: This type of leadership involves the use of speech to persuade people to accept to do something. Present world leaders use rhetorical skills to address the media in democratic government.

Sun Tzu on Military Leadership: Here, leadership is believed to have distinction between military and political in order to achieve a success. Sun Tzu advocated that strategy is a critical tool to success because the art of war is optimized by avoiding unnecessary conflicts.

Castiglione Political Leadership: Castiglione opined that "it is better to obey an erroneous order than to refuse it, for a refusal that work to the benefit

of the prince/pope may not be directly traceable to the actions of the courtier, but a refusal that leads to failure will require the courtier to accept punishment for disobedience, with no way of assigning blame elsewhere" (p.99).

Machiavelli Political Leadership: Machiavelli suggested in this type of leadership that a leader must do everything possible or necessary for the greater good of his followers. Here, leaders act immorally in order to gain advantage over others or their followers.

Legitimations Writing:

Sophocles on Intellectual Leadership: This type of leadership posits that since leaders are not omnipotent, they are bound to make mistake at a point in time

which can endanger the entire organization. Here, continuous learning is meant for both the leader and follower.

Plato on Intellectual Leadership: This is the type of leadership in which followers elect a leader from which they will benefit much from. Leadership potential is assessed based on individual's expertise.

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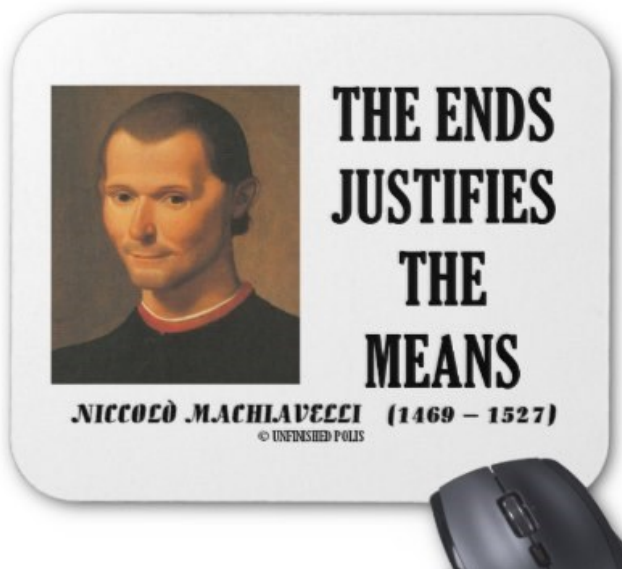
Chapter 5: Leadership, Power and Inertia

Inertia as a term in performing leadership role is the ability of a leader to persuade the organization or followers staying in a difficult current position or situation to move into a better future by regaining their original greatness. Contrastingly, some leaders use brute force to achieve their goals but good leaders achieve change by gaining a high degree of consent from their subordinates (p.119).

Furthermore, subordinate response to do something is volitional but can be reduced if a naked coercion is applied by the leader. A zero-sum power is where mobilization of people, organization, department or country is centred on using hostility or aggressiveness against the competitors. A non-zero-sum power is a power concept that exist when a universal interests out-perform at a particular point in time and space.

Power elements are grouped into three; high force/space ratio (concentration of force in a small space), superior weapons and tactics systems (concentration of better technology, products and tactics) and strong defensive position (defending at a stronger position and not allowing the rivals access to the territory) (p.121).

Constructive dissent embedded in the organizational culture keeps the leaders from making mistakes or reduces the extent of the damage from such mistakes. Destructive consent is a leadership style in which the followers allow the leader to make all kinds of mistakes that would lead to the collapse of the organization and exonerate themselves from the blame.

Taxonomy of Power:

Taxonomy of power according to French and Raven (1959) is classified into; reward power, coercive power, legitimate power, expert power and referent power.

Reward Power: This is the power to provide rewards to subordinates for doing a job. This can also be called the carrot approach power.

Coercive Power: This is the power that uses punishment to secure the followers compliance. This can as well be called the stick approach power.

Legitimate Power: This is the power that secures the followers compliance when a leader requests are considered to be legit or rational.

Expert Power: This is the power that secures the followers compliance when they believe that their leader possess enough expertise to make rational requests.

Referent Power: This is the power that secures followers compliance when they identifies with the leader in order to gain his or her approval.

COERCIVE POWER IN ACTION

Chapter 6: Early Theories of Leadership

The trait research from 1904 to 1947 indicated that an average leader surpasses an average subordinate in intelligence. In addition, the 1948 to 1970 trait research indicated that good leaders possess higher level of personal characteristics, socio-economic factors, cognitive ability, personal characteristics, task-related characteristics and social attributes over their subordinates.

The seven traits of an effective leader according to Kirkpatrick and Locke (1991) includes; drive, leadership motivation, integrity, self-confidence, intelligence, knowledge of the business and self-monitoring personality. The Boys' Club experiment, the University of Michigan studies and the Ohio State studies were conducted to find the various leadership behaviours exhibited by leaders in performing their roles.

In addition to the trait approach of identifying good leaders is the behaviour approach, which is grouped into two namely; task behaviour and relationship behaviour.

Chapter 7: Contingency Theories of Leadership

Contingency theories also known as if…then theories elucidated that the exact leadership behaviour is dependent on the situation and followers. Contingency theories are centred on the task and leadership behavioural styles as determined from the three early behaviour studies; Boys Club, University of Michigan and Ohio State.

Least Preferred Co-worker Theory: This theory enumerates that a leader is either task-oriented or relationship-oriented. Task-oriented leaders actualize their goals and get work properly done while relationship-oriented leaders are more focused in developing good and comfortable interpersonal relationship.

Path-Goal Theory: This theory suggests that a leader is expected in performing his or her task to fine-tune the follower's path towards the goal by applying the four leadership behavioural styles in order to help the followers clarify their paths in work and personal goals. The four leadership behavioural styles includes; directive, supportive, participative and achievement-oriented.

Performance-Maintenance Theory: Performance-oriented leaders stick to the rules and regulations in performing their tasks while maintenance-oriented leaders focus mainly on the feelings and comfort of their subordinates in performing their tasks due to their high level of sensitivity. Therefore, performance-maintenance leaders are those that have the combination of the two behavioural leadership styles.

Normative Decision Theory: This is the theory that helps the leader to determine if a subordinate should be involved in the organization decision making. The five forms of the decision making includes; decide, consult (individually), consult (group), facilitate and delegate.

Situational Leadership Theory: This theory suggest that a leader should adjust his or her behaviour according to the prevailing situation including the willingness of his or her followers. This indicates that there is no best style of leadership (p.172).

Leader-Member Exchange Theory: This theory illustrates that a leader has two group members; in-group members that have similar characteristics with the leader and out-group members that work outside the leader inner circle.

Chapter 8: Gender and Leadership

GENDER EQUALITY IN LEADERSHIP

This chapter elaborated how organization should encourage leaders to achieve their potentials and as well pave way for deeper comprehension of gender differences with regards to leadership.

Progress to Date:

Women have in the past helped in the liberation of many nations from their European colonial masters. Inasmuch as women had made progress in assuming leadership position in slower rate, the overall evidence is quite encouraging (p.184). The ability of more women acquiring some educational certificate and experiences has paved way for them to attain to some top managerial positions.

The Glass Ceiling: This is one of the factors affecting equal distribution of leadership position between the male and female in an organization. The reasons are discrimination of women and glass wall which limit women in staff positions to proceed to more or higher responsible positions.

Sex-Role and Managerial Stereotype: Jamieson (1995) free binds in x-raying sex stereotypes include; (a) Women can exercise either their wombs or brains, but not both. (b) Women who speak out are considered immodest and should be disgraced and those who are taciturn are considered otherwise. (c) Women who are subordinate are considered the same as men. (d) Women who are considered feminine are incompetent and vice-versa. (e) Men as they grow older become wiser and women become superfluous as they get older. Moreover, findings on the sex-role and managerial stereotypes indicate that leadership is masculine-dominated.

Feminist Approaches to Leadership: Early feminists are of the opinion that "there should be equal opportunity at work regardless of gender and organizational evaluations should be gender-neutral and the ability distribution between men and women were the outcome of socialization and lack of opportunity rather than innate differences" (p.187). Modern feminists opined that leadership style exhibited by women are more skillful than those of their male counterparts.

Gender-Driven Leadership Styles: Eagly and Johnson (1990) concluded in their research on leadership gender differences that women possess democratic or participative style while their male counterpart possess autocratic leadership style.

Model for Understanding Gender and leadership:

The four different positions of understanding gender in organization according to Alvesson and Billy (1997) include;

Equal opportunity: The existence of inequalities and injustices in working milieu which leads to low number of women leaders.

Meritocracy: The presence of social and political forces restricting women toward advancing into leadership position.

Special Contribution: Women contribute positively to organization through a more democratic and people-oriented leadership style.

Alternative values: Women position in their early life is perceived to be more feminine and devalued and masculine position is valued (p.196).

Chapter: 9 Charismatic and Transformational Leadership

Charismatic is a favour given to someone by another and therefore, charismatic leadership is not a psychological phenomenon but a sociological phenomenon and not a personal possession but a social relationship (p.203). Strong charisma are the powers or qualities which are limited in their distribution, have temporal effectiveness, very clear and need no coercion for implementation. On the other hand, weak charisma are heroic qualities which have no necessary connection to religion or prophecy existing among different leaders.

A CHARISMATIC LEADER WITH HIS FOLLOWERS

Symbols of "The Way": Myths, Fate and Azimuth:

Fate in the process of developing charisma shows that charismatic leaders believe they are predestined for glory and great deeds. In essence, charismatic leaders possess self-belief and confidence which other individuals lack.

Social and Scientific Approach to Charisma:

From the social perspective, crisis as a life or society-threaten event is not a necessary prerequisite for charismatic leadership. In addition, from the science perspective, institutional cynicism and professional skepticism are vivid obstacle to charismatic leaders to their followers.

Transformational and Transactional Leadership:

Transformational leadership is a leadership style where the leader seeks or put into consideration his or her followers' sense of value above their personal interest. Transformational leaders are charismatic but not all charismatic are transformational leaders. On the other hand, transactional leadership style occurs where an exchange process usually material rewards for job done exist between the leader and his follower.

Ethics of Charismatic and Transformational leadership:

A positive charismatic or transformational leadership should not be underestimated in any given organization. Successful leaders in an organization are those that identify an existing problem and modestly integrate their followers' towards solving the problem for the success of their firms.

Chapter 10: Followers and Leadership

The needs for diverse subordinates varies from one level to another in their working milieu. The four need theories discussed in this chapter are; Maslow's theory of hierarchy of needs, Herzberg's two-factor theory of work motivation, McClelland's three learned needs theory and Alderfer's ERG theory.

Maslow's Hierarchy of Needs Theory: This theory posited that human needs are insatiable and the five basic needs are arranged in a hierarchical order. They include; physiological needs, safety needs, social needs, self-esteem and self-actualization.

Herzberg's Two-Factor Theory: This theory posited that monetary reward for paid job motivates the workers (intrinsic motivators) and also job-satisfaction related factors (extrinsic motivators) can as well motivate workers.

McClelland's Three Learned Needs Theory: This theory elucidated how followers are motivated to satisfy six basic human needs; achievement, power, affiliation, independence, self-esteem and security.

Alderfer's ERG Theory: This theory categorized followers' needs into three; existence (E) which is same as Maslow's safety and physiological needs , relatedness (R) which is same as Maslow's social needs and growth (G) which is same as Maslow's self-actualization and self-esteem.
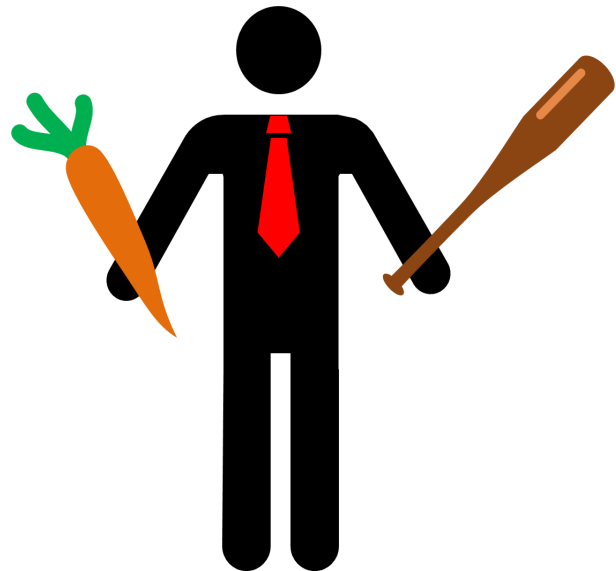
Followers with Choices:

The process theories of motivation include; equity theory (social comparison process of follower's perceive effort and reward to other follower with similar experience), expectancy theory (where follower weighs the cost implications and benefits of his/her inputs to his/her current job and choose the most rewarding job) and goal-setting theory (motivation of an employee can be achieved through participatory goal setting and having accurate information of work performance.

Leader-Member Exchange (LMX): This theory suggested that

"leaders direct their attention to the differences that might exist between the leader and each of his or her followers, rather than treating followers as a homogenous group" (p.249).

Chapter 11: Followers in Work Groups and Work Teams

EFFECTIVE TEAM WORK

"Work group is defined as two or more people who are in a face-to-face interaction, aware of their membership in the group and striving to accomplish assigned tasks" (p.257).

Psychological group according to the organizational theorists are individuals who perceive themselves to belong with common sense of shared collection identity and relate in a responsible manner.

The five core job characteristics according to Hackman and Oldham (1980) include; skill variety, task identity, task significance, autonomy and feedback. The higher a job scores on the five core job characteristic, the greater its motivating potential (p.260).

The quality of work and learning small self-managed work teams depend on five principles of "good" job design which include; wholeness, individual group learning/development, governance/self-regulation, health/safety and social interaction.

Types of Work Teams:

Work teams are grouped into three; senior level (teams plan and execute activities), middle level (teams monitor the process of the on-going activities) and lower level (teams create and make products).

Group Dynamics:

Group dynamics is the study of followers' behaviour in groups. It encompasses changes or shift in activities paradigm, opinions of individual group members and their commitment.

Group Structures and Processes:

Group structure is a constant pattern of relationship existing among diverse elements in that group. The factors affecting group structure include; size, role, status and leadership. Group processes refers to the way in which group behaviour is developed on a progressive basis.

The five stages of group development include; forming (followers are first brought together), storming (individual follower takes specific tasks), norming (followers accept their tasks), performing (trust exists among the group members) and adjourning (exit or replacement of a group member).

The power of decision making is stronger in a cohesive work group than sum of individual members' abilities.

The four determinants of group learning include; past experiences, groups' belief system, job design and self-esteem.

Chapter 12: Communicating with Followers

Good leaders should be more of listeners than followers. Transmission model of communication is where the receiver (subordinate) waits for the giver (manager) to equip him/her with knowledge. In exchange model of communication, both the manager and subordinate act as transmitter and receiver because of their common knowledge in value transfer (p.287).

The five barriers to communication include; serial communication, social conformity, spatial distance, status differences and defensiveness (Smither, 1988). The authors added cultural differences as the sixth barrier.

Moreover, declarative approach to communication exists as a monologue while interrogative approach exists as a dialogue. The latter is considered to have much higher chances in motivating the followers' to work towards an organizational success.

INTERROGATIVE COMMUNICATION

Table 12.1 Leadership Communication Styles

Task-Oriented Leaders	Follower-Oriented Leaders
Order and communicate criticism	Make requests and communicate praise
Prefer writing	Prefer face-to-face settings
Dominate conversations	Exhibit listening behaviours
Communicate as an interruption	Communicate frequently and enjoy it
Focus on tasks and procedures	Include morale as important content
Primarily use formal channels	Use informal networks

Source: Stech, E. L. (1983). Leadership Communication. Chicago: Nelson-Hall.

Critical Evaluation

The competition in the global educational market is growing at an exponential rate hence paving way for survival of the fittest. After reading this book by Bratton et al, I came to the conclusion that educational institutions without good leaders would be sliding towards the negative side. Schools are organization with structure and culture, and therefore chances of their survival depend on the type of strategy and leadership style implored by the educational board, administrators and principals. Inasmuch as successful organizations are where the leaders create an environment in which they collaboratively work with their followers' for higher engagement and success, the educational leaders should as well serve as transformational and charismatic leaders in order to achieve sustainable teachers' and students' engagement and higher performances. The sustainable engagement of teachers' would possible be actualized through the application of the needs theories suggested by Maslow, Herzberg, McClelland and Alderfer. In addition, Daniel Pink's and Self-Determination theories of employee satisfaction and engagement although not mentioned in the text book should also not be disregarded. I would recommend this book for prospective leaders operating in both mechanistic and organic concerns depending on their competitive strategic choices and competencies toward achieving their visions and goals.

Bratton, J., Grint, k., & Nelson, D. (2004). *Organizational leadership*. Southwestern - Thompson Press.

Discussion Questions:

1.Why is it that corruption still exist in organizations where board members are considered to be devout charismatic leaders.

2. Why do political-inclined leaders fail in addressing economic-related issues in most developed, developing and under-developed nations.

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